

1937  
ONE HUNDRED  
AND FIFTH  
ANNUAL REPORT



YEAR ENDED  
DECEMBER 31, 1937

STRAWBOARDS  
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1937  
ONE HUNDRED  
AND FIFTH  
ANNUAL REPORT



YEAR ENDED  
DECEMBER 31, 1937





## DIRECTORS

|   |                                     |
|---|-------------------------------------|
| PHILIP R. ALLEN, E. Walpole, Mass.      | EDWARD S. FRENCH, Springfield, Vt.  |
| ROGER AMORY, Boston, Mass.              | JAMES GARFIELD, Cambridge, Mass.    |
| LOUIS M. ATHERTON, Swampscott, Mass.    | ALDUS C. HIGGINS, Worcester, Mass.  |
| FRANK P. CARPENTER, Manchester, N. H.   | ERNEST M. HOPKINS, Hanover, N. H.   |
| HUGH J. CHISHOLM, Portland, Maine       | LOUIS K. LIGGETT, Newton, Mass.     |
| WILLIAM DEXTER, Lancaster, Mass.        | ROY L. PATRICK, Burlington, Vt.     |
| FAIRMAN R. DICK, New York, N. Y.        | W. RODMAN PEABODY, Milton, Mass.    |
| HARRY H. DUDLEY, Concord, N. H.         | *THOMAS N. PERKINS, Westwood, Mass. |
| FREDERIC C. DUMAINE, Jr., Weston, Mass. | WILLIAM B. SKELTON, Lewiston, Me.   |
| REGINALD FOSTER, Manchester, Mass.      | J. DUNCAN UPHAM, Claremont, N. H.   |
| WILLIAM D. WOOLSON, Springfield, Vt.    |                                     |

\* Died October 7, 1937

## OFFICERS

|   |                   |
|---|-------------------|
| President and Chairman of Executive Committee . . . . . | EDWARD S. FRENCH  |
| Vice-President and Clerk of Corporation . . . . .       | ARTHUR B. NICHOLS |
| Vice-President — Finance and Accounting . . . . .       | W. S. TROWBRIDGE  |
| Vice-President and General Manager . . . . .            | J. W. SMITH       |
| Vice-President — Purchases and Stores . . . . .         | A. W. MUNSTER     |
| Vice-President — Traffic . . . . .                      | J. W. RIMMER      |
| Treasurer . . . . .                                     | E. J. GALLAGHER   |
| General Counsel . . . . .                               | A. P. MACKINNON   |
| Chief Engineer . . . . .                                | A. H. MORRILL     |

Transfer Agent in Boston for all classes of stock, Old Colony Trust Company, 17 Court Street, Boston, Massachusetts.

Transfer Agent in New York for common stock, Guaranty Trust Company, 140 Broadway, New York City.



To the Stockholders of Boston and Maine Railroad:

On behalf of the Board of Directors there is submitted herewith the report for the year ended December 31, 1937.

The results which your company has attained in the face of sharply reduced revenues on the one hand, and substantially increased costs for labor and material, particularly fuel, on the other, together with the ever increasing tax burden, have been made possible by substantial progress in technical operating efficiency and performance.

Your Directors believe that, in addition to information regarding 1937 operations, the shareholders will also find of interest and value data indicating long-term trends in the company's operations. Accordingly, there are submitted herewith certain comparative operating figures for four years at 5-year intervals from 1922 to 1937 inclusive, which we believe make it wholly clear that severe declines in gross revenue are largely responsible for our present lack of proper earning power.

It is noteworthy that, had the 1937 volume of business been produced with the out-of-pocket costs prevailing in 1922, our 1937 expenses would have been \$6,400,000 larger than they actually were.

Unit selling prices (i. e., Revenue Per Ton Mile and Revenue Per Passenger Mile) have declined in freight service approximately 20% and in passenger service something more than 30% over the period covered. Average wages have been increased from 60.8¢ per hour to 70.8¢ per hour within the period, and yet, in 1937, with \$33,000,000 less gross revenue we have earned *more* net railway operating income than was produced in 1922.

In the last five-year period comparisons and statements even more striking can be made. It will be observed that in 1937 four new all-time records for the company have been established in important operating indices.

|                                    | 1922         | 1927         | 1932         | 1937         |
|------------------------------------|--------------|--------------|--------------|--------------|
| Freight Revenue .....              | \$48,316,267 | \$50,055,426 | \$29,784,949 | \$32,238,672 |
| Passenger Revenue .....            | 22,556,855   | 18,426,031   | 8,109,168    | 7,501,687    |
| Operating Revenue .....            | 79,800,123   | 77,848,374   | 45,087,754   | 46,372,693   |
| Operating Expenses .....           | 67,054,397   | 61,835,502   | 32,943,668   | 34,614,104   |
| Operating Ratio (percent) .....    | 84.03        | 79.43        | 73.07        | 74.65        |
| Railway Tax Accruals .....         | 2,580,677    | 3,572,869    | 2,866,976    | 3,502,046*   |
| Net Railway Operating Income ..... | 6,475,740    | 9,500,773    | 7,366,344    | 6,548,870    |
| Revenue Per Ton Mile (¢) .....     | 1.796        | 1.752        | 1.644        | 1.415        |
| Revenue Per Pass. Mile (¢) .....   | 2.625        | 2.653        | 2.318        | 1.801        |
| Number of Employees .....          | 27,422       | 23,107       | 13,576       | 12,786       |
| Total Wages .....                  | \$43,534,192 | \$39,228,378 | \$20,369,011 | \$21,839,213 |
| Average Wages Per Hour (¢) .....   | 60.844       | 65.473       | 63.408       | 70.831       |
| Ave. Gross Train Load (tons) ..... | 1,085        | 1,331        | 1,692        | 1,940†       |
| Train Miles Per Train Hour .....   | 10.2         | 11.1         | 13.6         | 13.8         |
| G. T. M. Per Train Hour .....      | 11,100       | 14,750       | 23,031       | 26,675†      |
| Lbs. Coal Per 1000 G. T. M. ....   | 172          | 127          | 109          | 101†         |
| Average Car Load (tons) .....      | 20.1         | 20.3         | 19.1         | 20.5         |
| Car Miles Per Car Day .....        | 16.9         | 22.7         | 22.3         | 29.8         |
| Net Ton Miles Per Car Day .....    | 248          | 321          | 287          | 428†         |
| % Loaded of Total Car Miles .....  | 72.8         | 69.7         | 67.4         | 70.3         |

† Best record in history of Railroad.

\* Excludes credit adjustment account 1936 Railroad Retirement Tax, \$647,925.



# INCOME ACCOUNT — CONDENSED

|   | 1937            |   | Increase or<br>Decrease | Per<br>cent |
|---|-----------------|---|-------------------------|-------------|
| Operating Revenue.....                                  | \$46,372,693 01 | D | \$145,465 84            | 0.31        |
| Operating Expenses.....                                 | 34,614,104 12   | D | 1,389,508 57            | 3.86        |
| Net Revenue from Operation .....                        | \$11,758,588 89 |   | \$1,244,042 73          | 11.83       |
| Railway Tax Accruals .....                              | 2,854,120 57    | D | 481,974 64              | 14.45       |
| Railway Operating Income .....                          | \$8,904,468 32  |   | \$1,726,017 37          | 24.04       |
| Equipment and Jt. Fac. Rents—Net Dr. ....               | 2,355,598 74    |   | 30,334 39               | 1.30        |
| Net Railway Operating Income .....                      | \$6,548,869 58  |   | \$1,695,682 98          | 34.94       |
| Other Income .....                                      | 1,200,205 07    |   | 71,273 53               | 6.31        |
| Total Income.....                                       | \$7,749,074 65  |   | \$1,766,956 51          | 29.54       |
| Deductions:   |                 |   |                         |             |
| Rental Payments .....                                   | \$1,250,404 14  | D | \$1,112 09              | 0.09        |
| Interest on Debt .....                                  | 6,120,380 16    | D | 75,056 51               | 1.21        |
| Other Deductions .....                                  | 176,069 49      | D | 13,278 64               | 7.01        |
| Net Income .....  | \$202,220 86    |   | \$1,856,403 75          | —           |
| Income Applied to Sinking and Other Reserve Funds ..... | \$30,409 59     | D | \$205,239 16            | 87.10       |
| Balance.....  | \$171,811 27    |   | \$2,061,642 91          | —           |

## CAPITAL STOCK

The number of shares of Capital Stock of all classes outstanding December 31, 1937, including full-paid negotiable receipts for subscriptions to Prior Preference Stock, was 1,046,113 shares, of a par value of \$104,611,300.

Beginning January 1, 1934, and until January 1, 1940, holders of this Company's bonds of Series Q to GG, inclusive, have the right to exchange such bonds without limit for Prior Preference stock, dollar for dollar, in amounts of \$500 and multiples thereof.

## CHANGES IN FUNDED DEBT

Funded Debt on December 31, 1937, amounted to \$151,394,558.42, a decrease of \$1,642,534.88 since December 31, 1936. Of the total Funded Debt, \$32,556,000 is owned by the Railroad, leaving a balance of \$118,838,558.42 outstanding in the hands of the public.

### New Issues:

|   |             |                |
|---|-------------|----------------|
| First Mortgage 3% Series NN Bonds Dated Feb. 1, 1937:     |             |                |
| \$200,000 maturing Jan. 1 each year 1938-1949, incl. .... | \$2,400,000 |                |
| Balance maturing July 1, 1949 .....                       | 2,600,000   | \$5,000,000 00 |
| Contract—Bethlehem Steel Company .....                    |             | 1,472,190 00   |
| Contract—Lima Locomotive Works .....                      |             | 505,000 00     |
| Contract—Baldwin Locomotive Works .....                   |             | 632,500 00     |
| Contract—Pullman Standard Car Mfg. Co. ....               |             | 777,174 02     |
| Contract—New York State E. G. C. Half Moon, N. Y. ....    |             | 1,119 61       |
| Contract—New York State E. G. C. Rotterdam, N. Y. ....    |             | 2,744 15       |
| Total Increase .....                                      |             | \$8,390,727 78 |

### Matured Funded Debt Paid Off:

|  |                |
|--|----------------|
| B. & M. R.R. Sinking Fund Impvt., 4% Bonds paid Feb. 1 ....  | \$1,919,000 00 |
| Fitchburg R.R. Gen. Mtge. 4% Bonds paid Feb. 1 .....         | 5,000,000 00   |
| P. G. F. & C. R.R. First Mtge. 4½% Bonds paid June 1 .....   | 1,000,000 00   |
| Equipment Trust No. 2, 5½% Gold Certificate paid Aug. 1 .... | 121,000 00     |



**Matured Funded Debt Paid Off—Con.**

|   |                        |
|---|------------------------|
| Equipment Trust No. 3, 6% Gold Certificate paid June 1 .....      | \$141,000 00           |
| Equipment Trust No. 4, 4½% Gold Certificate paid Apr. 1 .....     | 125,000 00             |
| Equipment Trust No. 5, 5% Gold Certificate paid May 1 .....       | 114,000 00             |
| Equipment Trust No. 6, 4% Trust Certificate paid May-Nov. 1 ..... | 176,000 00             |
| Equipment Trust No. 7, 3½% Trust Certificate paid Dec. 1 .....    | 300,000 00             |
| Collateral Notes Series A 4% paid Mar. and Sept. 15 .....         | 102,000 00             |
| Collateral Notes Series B 4% paid Mar. and Sept. 15 .....         | 248,000 00             |
| Collateral Notes Series C 4% paid June and Dec. 1 .....           | 172,000 00             |
| Collateral Notes Series D 4% paid Apr. 15 .....                   | 200,000 00             |
| Contract—Electro Motive Corp. ....                                | 40,718 09              |
| Contract—Bethlehem Steel Company .....                            | 235,110 00             |
| Contract—Lima Locomotive Works .....                              | 84,166 68              |
| Contract—Baldwin Locomotive Works .....                           | 52,708 32              |
| Contract—New York State E. G. C. Hoosick, N. Y. ....              | 1,096 61               |
| Contract—New York State E. G. C. Glenville, N. Y. ....            | 224 12                 |
| Contract—New York State E. G. C. Melrose, N. Y. ....              | 130 32                 |
| Contract—New York State E. G. C. Pittstown, N. Y. ....            | 1,108 52               |
| <b>Total Decrease .....</b>                                       | <b>\$10,033,262 66</b> |
| <b>Net Decrease as above .....</b>                                | <b>\$1,642,534 88</b>  |

**INCREASED PASSENGER TRAFFIC**

The year 1937 was the first full calendar year by which to measure the results of the sharply reduced passenger fares that went into effect on June 1, 1936. As compared with 1936, which included 7 months of the reduced rates, our 1937 passenger revenue increased \$537,767, or 7.72%; and as compared with 1935, when the higher rates were in effect during the full year, our 1937 revenues increased \$831,862, or 12.47%. The 1937 volume of traffic (number of passengers carried) increased 828,984 or 4.86% over 1936, and 2,226,050 or 14.20% over 1935. Bearing in mind that business conditions as a whole were better in 1936 than in 1935, and better in the greater part of 1937 than in 1936, and that there are increased costs incident to the handling of a larger number of passengers, it is still difficult to state definitely whether or not the lower fares produced a greater *net* revenue.

Included in the carriers' petition to the Interstate Commerce Commission for a 15% increase in freight rates (Ex Parte 123) is a request by the Eastern railroads for an increase of ½ cent per mile in coach fares, excluding commuter fares. At this writing (March 1) no decision has been announced by the Interstate Commerce Commission on this petition.

The number of sleeping car passengers increased 5% while parlor car passengers decreased 7% over 1936. This decline in the use of parlor cars is attributable to new and modernized coach equipment, providing a greatly improved coach service comparable to parlor car comfort, at coach rates of 2 cents per mile as against 3 cents per mile in Pullman cars, plus the Pullman seat charge.

Your company's discriminating advertising policy, though modest in extent, has produced substantial results.

**FREIGHT REVENUES AND RATES**

Revenues for the early months of 1937 showed increases over the corresponding months of the previous year but the business recession beginning in the late summer was sharply reflected in earnings of the latter part of the year and more than offset the increases of the earlier period.

The cost of trucking railroad freight between stations in substitution for freight train movement, amounting to \$371,000 in 1937, was formerly charged to operating expenses but that year, in compliance with an order from the Interstate Commerce Commission, the cost was deducted from freight revenues and



should be considered when comparison of the freight revenues for the two years is made.

Despite earnest efforts on the part of the railroads to secure an extension of the expiration date on the so-called "emergency charges" (Ex Parte 115) authorized by the Interstate Commerce Commission and put into effect on April 18, 1935, these charges expired by limitation on December 31, 1936, after having been modified by the Commission on July 1, 1936. Consequently, the substantial additional revenue derived from this source was lost to the railroads during 1937, though the Commission did, in the spring of 1937, authorize increases on a few commodities, and on October 19, 1937, authorized increases in rates on bituminous coal, coke, iron ore, crude petroleum, asphalt, iron and steel, cement, etc. Tariffs covering the latter were effective November 15, 1937. Increased rates on other commodities were permitted to become effective on December 20, 1937. It is expected that all these increases will produce about \$350,000 additional annual revenue for the Boston and Maine.

In November, 1937, your company joined with other railroads of the country in an application to the Interstate Commerce Commission for a comprehensive increase of 15% in freight rates, with exceptions as to coal, coke, fruits and vegetables, sugar and lumber, on which commodities specified maximums would apply. This application is designated Ex Parte 123. With allowance for the exceptions mentioned, it is believed that the increase requested, if granted in full, would produce slightly more than 12% additional revenue for railroads in the Eastern region. For the Boston and Maine, based on the 1937 volume, this would mean about \$3,860,000 additional revenue. It is expected that the Commission's decision on Ex Parte 123 will have been announced prior to the publication of this annual report.

#### **WATERBORNE TRAFFIC**

There was again a satisfactory increase in tonnage handled at our Boston docks during the year.

The movement of export grain through our elevators ceased entirely, but we handled 5,335,192 bushels of grain imported for domestic consumption. This was an abnormal movement, probably non-recurring, which was occasioned by crop shortage in this country.

#### **INCREASED WAGE SCALES**

Early in 1937 nation-wide demands for increased wages on the part of the two large groups of railroad employees, the train service or transportation group, and the non-train service group, comprising clerks, freight handlers, shopmen, etc., etc., created a grave situation.

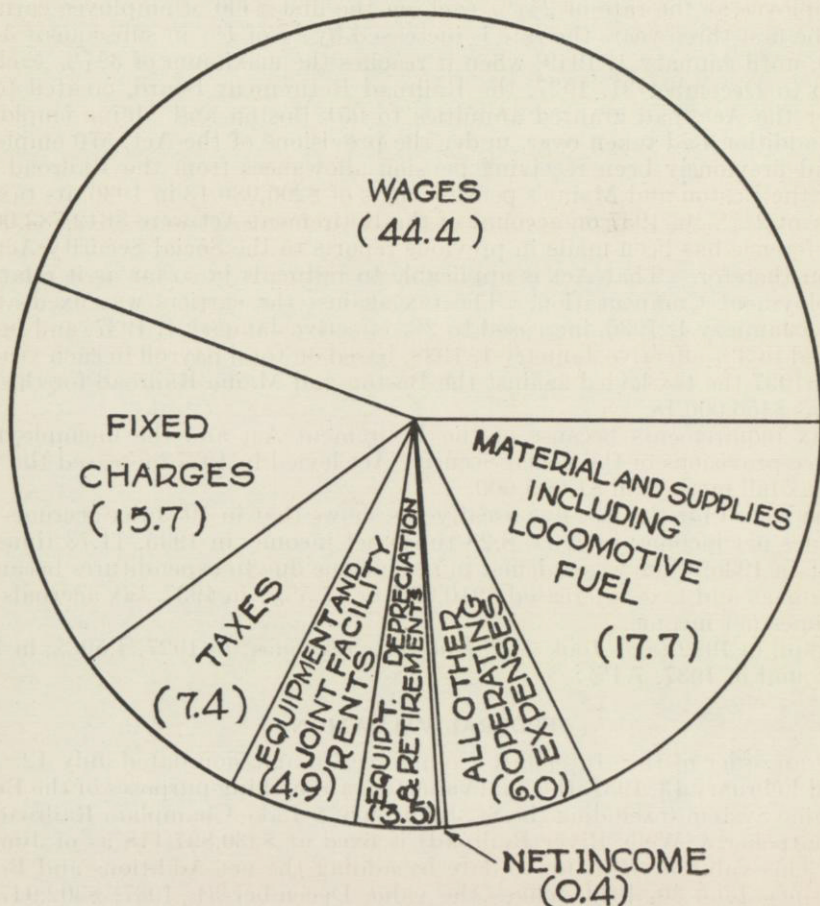
Negotiations by a committee representing the railroad managements, and committees representing the employees, were carried on nationally over a period of several months, finally resulting in agreements by which the non-train service group was awarded an increase of 5 cents per hour, effective August 1, 1937, and the train service group was awarded an increase of 44 cents per day (5.5 cents per hour for an 8-hour day) effective October 1, 1937.

These increases represented for the Boston and Maine additional labor costs amounting to \$584,000.00 for the balance of the year after they became effective.

Out of every dollar of 1937 operating revenues 44.4¢ was paid out in wages.



BOSTON AND MAINE RAILROAD  
YEAR 1937  
DISPOSITION OF THE RAILROAD DOLLAR



## TAXES

The Railroad Retirement Act of 1937 and the Carriers Taxing Act of 1937 were enacted by Congress and became law in June.

Briefly, this legislation gives to railroad employees (men and women) attaining age 65 a right of retirement with pension based on years of service and earnings up to \$300 per month; earnings beyond \$300 per month are not taken into account. Employees attaining age 60, and having not less than 30 years of railroad service, may retire with pension reduced by 1-15th for each year by which the employee lacks 65 years of age. Employees totally and permanently disabled, having not less than 30 years of service, may retire at any age without reduction because of age.

To provide the Pension Fund, taxes are assessed equally against employer and employee at the rate of  $2\frac{3}{4}\%$  each on the first \$300 of employee earnings. After the first three years the rate is increased by  $\frac{1}{4}$  of 1% in subsequent 3-year periods, until January 1, 1949, when it reaches the maximum of  $3\frac{3}{4}\%$  each.

Up to December 31, 1937, the Railroad Retirement Board, created to administer the Act, had granted annuities to 951 Boston and Maine employees, and in addition had taken over, under the provisions of the Act, 570 employees who had previously been receiving pension allowances from the Railroad. As against the Boston and Maine's pension costs of \$296,980.13 in 1936, its taxes at the rate of  $2\frac{3}{4}\%$  in 1937 on account of the Retirement Act were \$612,783.00.

Reference has been made in previous reports to the Social Security Act and taxation therefor. That Act is applicable to railroads in so far as it relates to Unemployment Compensation. The tax against the carriers was fixed at 1% effective January 1, 1936, increased to 2% effective January 1, 1937, and further increased to 3% effective January 1, 1938, based on total payroll in each year.

In 1937 the tax levied against the Boston and Maine Railroad for this purpose was \$456,000.18.

Tax requirements because of the Retirement Act and the unemployment insurance provisions of the Social Security Act levied in 1937 increased the Railroad's tax bill more than \$1,065,000.

The record for the last five fiscal years shows that in 1933 tax accruals were 7.97 times net income; in 1934, 8.28 times net income; in 1935, 11.73 times net income; in 1936, there was a deficit in net income due to expenditures because of flood damage and taxes increased \$910,672, or 37.5%; in 1937, tax accruals were 17.31 times net income.

Again, in 1922 taxes took 3.22% of gross revenues; in 1927, 4.59%; in 1932, 6.35%; and in 1937, 7.4%.

## FEDERAL VALUATION

By an order of the Interstate Commerce Commission dated July 12, 1930, received February 13, 1931, the final value for rate-making purposes of the Boston and Maine System (excluding the St. Johnsbury & Lake Champlain Railroad and the Montpelier & Wells River Railroad) is fixed at \$230,897,118 as of June 30, 1914. This value brought up to date by adding the net Additions and Betterments since June 30, 1914, makes the value December 31, 1937, \$302,947,609. This does not include value of non-carrier property.

## OPERATING RESULTS

Notwithstanding a decline in traffic volume, commencing in August and growing progressively more severe in each succeeding month of the year, our operating records show that four new all-time high records have been established.

Average gross train load attained a new high record at 1,940 tons, 28 tons above the previous high record set in 1936. These heavier trains were moved at an average speed of 13.8 miles per train hour, or an increase of 4.5% as com-



pared with the previous year. The two factors of heavier load and greater speed brought about a new peak of 26,675 Gross Ton Miles per Train Hour, exceeding the previous high record of 25,259 Gross Ton Miles per Train Hour made in 1934.

During the year we placed in service 10 new heavy locomotives, 5 Mountain type and 5 Pacifics. Average miles per locomotive day in 1937 (excluding bad order, stored and surplus locomotives) were 94.6 in freight service and 116.9 in passenger service.

In the consideration of operating results for the current year comparison with operations of previous years, as shown in the 15-year statement appearing earlier in this report, are illuminating. It will be noted that the operating ratio from 1922 to 1937 declined from 84.03% to 74.65%. This drop, however, does not accurately measure the increase in efficiency, as cost ratios are affected by changes in selling price and in wage rates. For example, on the basis of 1937 traffic, assuming that the freight and passenger rates and wages of 1922 were effective in the current year, our operating ratio would have been 53.92%, and our Net Operating Revenue to correspond would have been increased to more than \$26,000,000.

It would seem fair, therefore, to measure the gain in efficiency due to improved plant and improved methods of operation over this 15-year period in the sum of \$15,193,000. Even this does not fully measure the gain in efficiency, however, as the total volume of business has likewise declined, and in a mass production industry unit cost is increased when volume declines.

This improvement in operating efficiency likewise can be measured by a comparison of the statistics unaffected by wage costs or rates; for example, the Gross Ton Miles per Train Hour have increased 140.3%; the Gross Train Load has increased 78.8%; the Gross Ton Miles per Pound of Coal Consumed have increased 70.2%, and the Net Ton Miles per Car Day have increased 72.6%. Improvements comparable to these just enumerated have been made in Maintenance of Way and Shop Operation.

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In the last fifteen years great changes have taken place in local traffic requirements in the territory served by the Boston and Maine Railroad, due to the increasing importance of the motor vehicle in short-haul transportation. Your company has been obliged to adjust itself to these changes. Whenever it is definitely determined that rail service is no longer required in any community, authority is immediately sought for the discontinuance of such service. During 1937, under Interstate Commerce Commission authority, we abandoned 30 miles of line, making a total of 270 miles of line abandoned in the last 15 years; and we have discontinued with proper authorization local passenger service on over 400 additional miles of line. These changes have resulted in substantial economies.

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The regulation of passenger-carrying buses under the Federal Motor Carrier Act of 1935 has become fairly well established. The regulation of freight-carrying motor trucks, on the other hand, because of the large number of operators, the complication of rates and the various types of service involved, is still in the development stage. Truck rates, though published, have not as yet been worked out on a generally compensatory basis and relatively few certificates have been issued. The language of the Act causes great uncertainty as to the status of trucking in connection with railroad operations, but it has become increasingly clear that it will be difficult for railroads to expand their highway operations. Your company, through its subsidiary Boston and Maine Transportation Company, had established such operations in its territory well in advance of the passage of the Act.



## ADDITIONS AND BETTERMENTS

Track changes were completed at various points to provide better service, to facilitate operation and to give more economical performance.

Through the use of Federal Works appropriations, grade crossings were eliminated at

Newbury, Mass.  
Worcester, Mass.  
Lunenburg, Mass.  
Ayer, Mass.  
Ashburnham, Mass.

East Kingston, N. H.  
Manchester, N. H.  
Haverhill, N. H.

Other crossings were eliminated by closing the highways at

Gardner, Mass.  
Canterbury, N. H.  
Littleton, N. H.

Plaistow, N. H.  
Roby, N. H.

Additional riprap has been placed at many points to protect river banks from erosion by flood waters. Retaining walls have been constructed at other locations to guard against slides through saturation. Track drainage has been improved.

6,200 tons of new 112-pound rail were laid on the New Hampshire, Fitchburg and Terminal Divisions.

Stone ballast was placed through the yard at Dover, N. H. and on the Terminal Division from Everett Jet. to Revere, Mass. Gravel ballasting was completed from Claremont Jet., N. H. to Windsor, Vt. and at various locations from Johnsonville to Mechanicville, N. Y. — all on the Fitchburg Division.

Bridges at Brattleboro, Vt. and at Scotia, N. Y. were replaced with new structures in connection with highway changes and a new bridge was constructed at Linden, Mass. by the use of Federal funds.

16 bridges and 9 culverts were rebuilt as maintenance work.

Automatic highway crossing signals were installed at 6 locations as U. S. Works projects. In addition, the Railroad provided standard flashing signals at 11 crossings, mechanical gates at 1 crossing, traffic signals to supplement gates at 1 crossing, and improvements to existing protection at 11 additional crossings.

Railroad signal aspects were changed between Hoosick Jet. and Eagle Bridge, N. Y. to provide increased braking distances. Electric approach signal lighting was installed between East Fitchburg and Fitchburg, Mass. and is under way from there to Greenfield, Mass.

Filling of the water area in the Boston Terminal was continued.

Better automobile unloading and freight handling facilities and freight driveways were provided at various points. Considerable improvements were made to Boston piers and freight sheds to better accommodate traffic handled to and from ships.

A new passenger station was completed at White River Jet., Vt., and opened to the public on November 14.

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Your Directors record, with deep regret, the death on October 7, 1937, of Thomas Nelson Perkins, who was elected to the Board on April 9, 1924. As Director, as member of the Executive Committee, as Chairman of the Executive Committee, as Acting President and as Chairman of the Board, he was closely associated with the administration of your Railroad for 13 years, and for the 5 years preceding April 25, 1933, when he resigned as Chairman of the Board,



though retaining his membership as a Director and member of the Executive Committee, he was the dominating influence in your company's policies.

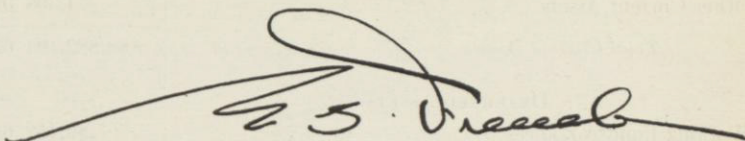
Mr. Perkins had a natural gift for leadership, but he had the more precious gift of winning men's love. His reputation was that of a man wise in counsel, a seeker of the truth, and a fearless facer of facts. If he pointed a way which seemed hard to travel, it was made easier by the play of his kindly humor. Of Puritan stock, and endowed with the Puritan tradition of duty, if he could not be what he would have called soft with himself, he was equally unable to restrain an instinct for gentleness and generosity in his friendships.

The devotion of Mr. Perkins to your corporation but reflected his deep interest in the welfare of northern New England. It was his ambition that the Boston and Maine Railroad should provide adequate and efficient transportation facilities to the many communities, large and small, which are dependent on its service. His loss to the Railroad and to the many beneficiaries of his wisdom and kindness cannot be measured.

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In again recording their appreciation of the loyalty and efficiency of the organization as a whole, your Directors desire especially to commend those officers and employees who, by their successful application of better and more economical methods of operation and administration, have aided so greatly in attaining results whose value will be more apparent in a year of satisfactory business volume.

By order of the Board of Directors,

A handwritten signature in dark ink, appearing to read "E. S. Vreeland". The signature is fluid and cursive, with a long horizontal line extending to the left and a smaller loop to the right.

March 1, 1938.

President.

# CONDENSED GENERAL BALANCE SHEET — Assets

|   | Dec. 31, 1937    | Dec. 31, 1936    |
|---|------------------|------------------|
| <b>ROAD AND EQUIPMENT</b>                               |                  |                  |
| Investment in Road .....                                | \$185,075,839 38 | \$185,868,571 02 |
| Investment in Equipment .....                           | 56,896,383 77    | 54,212,220 72    |
| <i>Total</i> .....                                      | \$241,972,223 15 | \$240,080,791 74 |
| Improvements on Leased Railway Property† .....          | 16,242,929 58    | 17,340,439 02    |
| Sinking Funds .....                                     | —                | 5,068,499 53     |
| Deposits in Lieu of Mortgaged Property Sold .....       | 635,498 58       | 54,923 93        |
| Miscellaneous Physical Property .....                   | 2,565,163 85     | 3,807,588 70     |
| Investments in Affiliated Companies .....               | 5,063,982 34     | 4,848,616 22     |
| Other Investments .....                                 | 2,887,450 72     | 2,431,208 57     |
| <i>Total Investments</i> .....                          | \$269,367,248 22 | \$273,632,067 71 |
| <b>CURRENT ASSETS</b>                                   |                  |                  |
| Cash .....  | \$1,453,399 46   | \$4,721,811 25   |
| Cash in Transit — Agents' Remittances .....             | 243,511 99       | 387,096 73       |
| Time Drafts and Deposits .....                          | 53,000 00        | 58,000 00        |
| Special Deposits .....                                  | 320,315 87       | 31,066 73        |
| Loans and Bills Receivable .....                        | 892 64           | 431 21           |
| Traffic and Car Service Balances Receivable .....       | 625,329 40       | 502,100 04       |
| Net Balance Receivable from Agents and Conductors ..... | 490,073 70       | 776,161 26       |
| Miscellaneous Accounts Receivable .....                 | 1,483,128 31     | 1,618,361 93     |
| Material and Supplies .....                             | 3,975,607 65     | 4,191,939 88     |
| Interest and Dividends Receivable .....                 | 91,937 50        | 79,077 08        |
| Rents Receivable .....                                  | 140,690 00       | 140,690 00       |
| Other Current Assets .....                              | 4,308 09         | 4,575 52         |
| <i>Total Current Assets</i> .....                       | \$8,882,194 61   | \$12,511,311 63  |
| <b>DEFERRED ASSETS</b>                                  |                  |                  |
| Working Fund Advances .....                             | \$9,452 63       | \$10,887 06      |
| Insurance and Other Funds .....                         | 530,736 53       | 35,000 00        |
| Other Deferred Assets .....                             | 863,588 56       | 1,367,112 15     |
| <i>Total Deferred Assets</i> .....                      | \$1,403,777 72   | \$1,412,999 21   |
| <b>UNADJUSTED DEBITS</b>                                |                  |                  |
| Insurance Premiums Paid in Advance .....                | \$60,622 83      | \$22,780 96      |
| Discount on Funded Debt .....                           | 2,960,129 60     | 3,049,137 44     |
| Other Unadjusted Debits .....                           | 2,025,961 32     | 3,217,742 89     |
| Securities Issued or Assumed — Unpledged .....          | 5,311,000 00     | 856,500 00       |
| Securities Issued or Assumed — Pledged .....            | 27,000,000 00    | 28,000,000 00    |
| <i>Total Unadjusted Debits</i> .....                    | \$37,357,713 75  | \$35,146,161 29  |
| <i>Grand Total</i> .....                                | \$317,010,934 30 | \$322,702,539 84 |

†Does not include improvements on property of affiliated companies nor on leased roads when leases provide for current settlement.



# CONDENSED GENERAL BALANCE SHEET — Liabilities

|  | Dec. 31, 1937           | Dec. 31, 1936           |
|--|-------------------------|-------------------------|
| <b>CAPITAL STOCK</b>   |                         |                         |
| Common Stock — 395,051 Shares .....                            | \$39,505,100 00         | \$39,505,100 00         |
| Preferred Stock — 31,498 Shares .....                          | 3,149,800 00            | 3,149,800 00            |
| First Preferred Stock — 388,179 Shares .....                   | 38,817,900 00           | 38,817,900 00           |
| Prior Preference Stock (Includes Negotiable Receipts) .....    | 23,138,500 00           | 23,138,500 00           |
| <i>Total Capital Stock</i> .....                               | <i>\$104,611,300 00</i> | <i>\$104,611,300 00</i> |
| Stock Liability for Conversion .....                           | 3,000 00                | 3,000 00                |
| Premiums on Capital Stock .....                                | 4,227,040 14            | 4,227,040 14            |
| <i>Total Capital Stock and Premiums</i> .....                  | <i>\$108,841,340 14</i> | <i>\$108,841,340 14</i> |
| Grants in aid of Construction .....                            | \$17,252 22             | \$17,252 22             |
| <b>LONG TERM DEBT</b>  |                         |                         |
| Funded Debt Unmatured .....                                    | \$148,102,500 00        | \$152,720,500 00        |
| Miscellaneous Obligations .....                                | 3,292,058 42            | 316,593 30              |
| <i>Total Long Term Debt</i> .....                              | <i>\$151,394,558 42</i> | <i>\$153,037,093 30</i> |
| <b>CURRENT LIABILITIES</b>                                     |                         |                         |
| Loans and Bills Payable .....                                  | \$13,069,437 00         | \$13,129,874 63         |
| Traffic and Car Service Balances Payable .....                 | 1,790,006 47            | 2,484,019 06            |
| Audited Accounts and Wages Payable .....                       | 2,218,501 31            | 1,838,648 70            |
| Miscellaneous Accounts Payable .....                           | 439,408 05              | 1,622,187 43            |
| Interest Matured Unpaid .....                                  | 394,537 00              | 318,300 75              |
| Dividends Matured Unpaid .....                                 | 13,734 06               | 13,734 06               |
| Funded Debt Matured Unpaid .....                               | 2,300 00                | 800 00                  |
| Unmatured Interest Accrued .....                               | 1,342,109 26            | 1,440,443 61            |
| Unmatured Rents Accrued .....                                  | 178,727 30              | 182,354 17              |
| Other Current Liabilities .....                                | 340 22                  | 368 73                  |
| <i>Total Current Liabilities</i> .....                         | <i>\$19,449,100 67</i>  | <i>\$21,030,731 14</i>  |
| <b>DEFERRED LIABILITIES</b>                                    |                         |                         |
| Due to Leased Roads at Expiration of Leases .....              | \$209,988 70            | \$209,988 70            |
| Other Deferred Liabilities .....                               | 125,152 72              | 131,404 88              |
| <i>Total Deferred Liabilities</i> .....                        | <i>\$335,141 42</i>     | <i>\$341,393 58</i>     |
| <b>UNADJUSTED CREDITS</b>                                      |                         |                         |
| Tax Liability .....  | \$781,437 52            | \$585,721 21            |
| Insurance and Casualty Reserves .....                          | 822,498 86              | 1,324,718 30            |
| Accrued Depreciation — Road .....                              | 192,383 65              | 187,894 69              |
| Accrued Depreciation — Equipment .....                         | 22,703,671 41           | 23,621,683 77           |
| Accrued Depreciation — Miscellaneous Physical Property .....   | 634,345 83              | 638,859 16              |
| Other Unadjusted Credits .....                                 | 593,677 88              | 450,518 50              |
| <i>Total Unadjusted Credits</i> .....                          | <i>\$25,728,015 15</i>  | <i>\$26,809,395 63</i>  |
| <b>CORPORATE SURPLUS</b>                                       |                         |                         |
| Additions to Property through Income since June 30, 1907 ..... | \$2,419,305 65          | \$2,389,538 12          |
| Funded Debt Retired through Income and Surplus .....           | 3,848,000 00            | 1,929,000 00            |
| Sinking Fund Reserves .....                                    |                         | 5,132,594 26            |
| Miscellaneous Fund Reserves .....                              | 745,980 05              |                         |
| <i>Total Appropriated Surplus</i> .....                        | <i>\$7,013,285 70</i>   | <i>\$9,451,132 38</i>   |
| Profit and Loss — Balance .....                                | 4,232,240 58            | 3,174,201 45            |
| <i>Total Corporate Surplus</i> .....                           | <i>\$11,245,526 28</i>  | <i>\$12,625,333 83</i>  |
| <i>Grand Total</i> .....                                       | <i>\$317,010,934 30</i> | <i>\$322,702,539 84</i> |

## BONDS GUARANTEED

|  |                       |
|--|-----------------------|
| The St. Johnsbury and Lake Champlain R.R. Co. First Mortgage 5% Bonds due March 1, 1944 .....                              | \$1,328,000 00        |
| Concord & Claremont, N. H., R.R. First Mortgage 5% Bonds, due January 1, 1944 .....  | 500,000 00            |
| The Peterborough and Hillsborough R.R. First Mortgage 4½% Bonds due July 1, 1941, owned by Boston and Maine Railroad ..... | 100,000 00            |
|  | <b>\$1,928,000 00</b> |



# INCOME ACCOUNT

|   | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease | Per<br>cent |
|---|-----------------------------|-------------------------|-------------|
| <b>TRANSPORTATION REVENUE,</b>                      |                             |                         |             |
| Freight .....                                       | \$32,238,671 52             | D \$1,034,202 92        | 3.11        |
| Passenger .....                                     | 7,501,687 41                | 537,767 07              | 7.72        |
| Excess Baggage .....                                | 9,437 87                    | D 154 50                | 1.61        |
| Mail .....  | 1,461,305 18                | 110,693 10              | 8.20        |
| Express .....                                       | 816,031 72                  | D 53,865 57             | 6.19        |
| Other Passenger Train .....                         | 312,287 18                  | 6,080 60                | 1.99        |
| Milk .....  | 1,224,575 79                | D 16,974 78             | 1.37        |
| Switching .....                                     | 587,070 40                  | D 13,738 19             | 2.29        |
| Water Transfers — Freight .....                     | 6,759 31                    | 1,419 52                | 26.58       |
| <i>Total Transportation Revenue</i> .....           | <b>\$44,157,826 38</b>      | D \$462,975 67          | 1.04        |
| <b>INCIDENTAL REVENUE,</b>                          |                             |                         |             |
| Dining and Buffet .....                             | \$73,456 01                 | \$12,671 03             | 20.85       |
| Hotel and Restaurant .....                          | 13,766 19                   | D 1,592 91              | 10.37       |
| Station and Train Privileges .....                  | 175,584 14                  | 6,294 84                | 3.72        |
| Parcel Room .....                                   | 17,799 59                   | 1,971 48                | 12.46       |
| Storage — Freight .....                             | 113,775 61                  | 47,352 18               | 71.29       |
| Storage — Baggage .....                             | 2,624 08                    | 235 10                  | 9.84        |
| Demurrage .....                                     | 172,577 67                  | 40,257 76               | 30.42       |
| Telegraph and Telephone .....                       | 16,770 34                   | 1,189 61                | 7.64        |
| Grain Elevator .....                                | 78,716 23                   | 12,205 94               | 18.35       |
| Power .....   | 52,523 35                   | 176 82                  | .34         |
| Rents of Buildings and Other Property .....         | 629,441 47                  | 74,938 98               | 13.51       |
| Miscellaneous .....                                 | 679,059 71                  | 72,489 54               | 11.95       |
| <i>Total Incidental Revenue</i> .....               | <b>\$2,026,094 39</b>       | \$268,190 37            | 15.26       |
| Joint Facility — Cr. ....                           | \$189,826 49                | \$49,462 22             | 35.24       |
| Joint Facility — Dr. ....                           | 1,054 25                    | 142 76                  | 15.66       |
| <i>Total Joint Facility Operating Revenue</i> ..... | <b>\$188,772 24</b>         | \$49,319 46             | 35.37       |
| <i>Total Operating Revenues</i> .....               | <b>\$46,372,693 01</b>      | D \$145,465 84          | 0.31        |
| <b>OPERATING EXPENSES,</b>                          |                             |                         |             |
| Maintenance of Way and Structures .....             | \$6,188,112 00              | D \$721,947 35          | 10.45       |
| Maintenance of Equipment .....                      | 7,238,607 56                | D 179,973 59            | 2.43        |
| Traffic .....                                       | 803,088 29                  | D 16,549 73             | 2.02        |
| Transportation .....                                | 18,267,770 53               | D 352,296 40            | 1.89        |
| Miscellaneous Operations .....                      | 204,793 48                  | 74,377 03               | 57.03       |
| General .....                                       | 1,922,491 64                | D 185,127 98            | 8.78        |
| Transportation for Investment — Cr. ....            | 10,759 38                   | 7,990 55                | 288.59      |
| <i>Total Operating Expenses</i> .....               | <b>\$34,614,104 12</b>      | D \$1,389,508 57        | 3.86        |
| <i>Operating Ratio</i> .....                        | (74.65%)                    | D (2.75%)               |             |
| <i>Net Operating Revenue</i> .....                  | <b>\$11,758,588 89</b>      | \$1,244,042 73          | 11.83       |
| <b>TAX ACCRUALS</b>                                 |                             |                         |             |
| .....   | \$2,854,120 57              | D \$481,974 64          | 14.45       |
| <i>Operating Income (carried forward)</i> .....     | <b>\$8,904,468 32</b>       | \$1,726,017 37          | 24.04       |

D Indicates decrease.



# INCOME ACCOUNT — *Concluded*

|   | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease | Per<br>cent |
|---|-----------------------------|-------------------------|-------------|
| <i>Operating Income (brought forward)</i> .....         | \$8,904,468 32              | \$1,726,017 37          | 24.04       |
| Rent from Locomotives .....                             | \$21,281 33                 | D \$12,404 68           | 36.82       |
| Rent from Passenger Train Cars .....                    | 316,964 24                  | 6,377 74                | 2.05        |
| Rent from Work Equipment .....                          | 39,532 41                   | D 9,396 11              | 19.20       |
| Joint Facility Rent Income .....                        | 353,462 92                  | 7,889 80                | 2.28        |
| <i>Total Rent Income</i> .....                          | \$731,240 90                | D \$7,533 25            | 1.02        |
| Hire of Freight Cars — Debit Balance .....              | \$2,147,550 26              | D \$13,437 41           | 0.62        |
| Rent for Locomotives .....                              | 9,130 57                    | 717 48                  | 8.53        |
| Rent for Passenger Train Cars .....                     | 431,620 89                  | D 123 53                | 0.03        |
| Rent for Floating Equipment .....                       | 3,711 30                    | 996 63                  | 36.71       |
| Rent for Work Equipment .....                           | 8,355 58                    | D 6,302 63              | 43.00       |
| Joint Facility Rents .....                              | 486,471 04                  | 40,950 60               | 9.19        |
| <i>Total Rents Payable</i> .....                        | \$3,086,839 64              | \$22,801 14             | 0.74        |
| <i>Net Rents Payable</i> .....                          | \$2,355,598 74              | \$30,334 39             | 1.30        |
| <i>Net Railway Operating Income</i> .....               | \$6,548,869 58              | \$1,695,682 98          | 34.94       |
| <b>OTHER INCOME</b>                                     |                             |                         |             |
| Income from Lease of Road .....                         | \$318,607 85                | \$1,101 81              | 0.35        |
| Miscellaneous Rent Income .....                         | 315,269 67                  | D 2,984 13              | 0.94        |
| Miscellaneous Nonoperating Physical Property .....      | 74,779 84                   | 1,732 28                | 2.37        |
| Dividend Income .....                                   | 84,163 95                   | 23,865 45               | 39.58       |
| Income from Funded Securities .....                     | 121,032 31                  | 3,950 58                | 3.37        |
| Income from Unfunded Securities and Accounts .....      | 225,070 61                  | 66,487 03               | 41.93       |
| Income from Sinking and Other Reserve Funds .....       | 27,193 75                   | D 18,926 25             | 41.04       |
| Miscellaneous Income .....                              | 34,087 09                   | D 3,953 24              | 10.39       |
| <i>Total Other Income</i> .....                         | \$1,200,205 07              | \$71,273 53             | 6.31        |
| <i>Total Income</i> .....                               | \$7,749,074 65              | \$1,766,956 51          | 29.54       |
| <b>MISCELLANEOUS DEDUCTIONS FROM INCOME,</b>            |                             |                         |             |
| Miscellaneous Rents .....                               | \$7,156 99                  | D \$1,826 95            | 20.34       |
| Miscellaneous Tax Accruals .....                        | 28,886 44                   | D 17,289 86             | 37.44       |
| Separately Operated Properties — Loss .....             | 17,495 53                   | 1,398 87                | 8.69        |
| Miscellaneous Income Charges .....                      | 12,067 94                   | D 176 07                | 1.44        |
| <i>Total Miscellaneous Deductions</i> .....             | \$65,606 90                 | D \$17,894 01           | 21.43       |
| <i>Income Available for Fixed Charges</i> .....         | \$7,683,467 75              | \$1,784,850 52          | 30.26       |
| <b>FIXED CHARGES,</b>                                   |                             |                         |             |
| Rent for Leased Roads .....                             | \$1,243,247 15              | \$714 86                | 0.06        |
| Interest on Funded Debt* .....                          | 5,555,277 09                | D 75,540 71             | 1.34        |
| Interest on Unfunded Debt .....                         | 565,103 07                  | 484 20                  | 0.09        |
| Amortization of Discount on Funded Debt .....           | 117,619 58                  | 2,788 42                | 2.43        |
| <i>Total Fixed Charges</i> .....                        | \$7,481,246 89              | D \$71,553 23           | 0.95        |
| <i>Net Income</i> .....                                 | \$202,220 86                | \$1,856,403 75          | —           |
| Income Applied to Sinking and Other Reserve Funds ..... | \$30,409 59                 | D \$205,239 16          | 87.10       |
| <i>Total Appropriations of Net Income</i> .....         | \$30,409 59                 | D \$205,239 16          | 87.10       |
| <i>Balance Transferred to Profit and Loss</i> .....     | \$171,811 27                | \$2,061,642 91          | —           |

\*Interest amounting to \$4,353.34 for 1937 and \$190,666.25 for 1936 accrued on bonds of Boston and Maine Railroad held in Sinking Fund is included in account "Income Applied to Sinking Funds."  
D Indicates decrease



# OPERATING EXPENSES

|   | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease |
|---|-----------------------------|-------------------------|
| <b>MAINTENANCE OF WAY AND STRUCTURES</b>                        |                             |                         |
| Superintendence .....   | \$422,516 83                | D \$4,564 81            |
| Roadway Maintenance .....                                       | 455,736 14                  | D 626,214 61            |
| Tunnels and Subways .....                                       | 15,722 85                   | D 3,389 59              |
| Bridges, Trestles and Culverts .....                            | 192,363 50                  | D 427,351 61            |
| Ties .....  | 630,515 17                  | 183,376 71              |
| Rails .....   | 280,223 01                  | 82,965 75               |
| Other Track Material .....                                      | 352,557 22                  | 120,909 94              |
| Ballast .....   | 86,857 67                   | 41,337 38               |
| Track Laying and Surfacing .....                                | 1,614,854 57                | 180,156 89              |
| Fences, Snowsheds and Signs .....                               | 35,350 71                   | 1,664 45                |
| Station and Office Buildings .....                              | 359,799 84                  | 92,689 43               |
| Station and Office Buildings — Depreciation .....               | 4,488 96                    |                         |
| Roadway Buildings .....   | 20,249 88                   | D 3,564 95              |
| Water Stations .....  | 41,283 35                   | D 10,427 30             |
| Fuel Stations .....   | 26,142 85                   | 2,959 15                |
| Shops and Enginehouses .....                                    | 198,314 11                  | D 31,106 20             |
| Grain Elevators .....   | 18,845 89                   | 9,719 50                |
| Storage Warehouses .....  | 1,647 28                    | 841 32                  |
| Wharves and Docks .....   | 63,933 20                   | 32,384 24               |
| Coal and Ore Wharves .....                                      | 28,390 49                   | D 4,864 83              |
| Telegraph and Telephone Lines .....                             | 32,643 17                   | D 9,217 90              |
| Signals and Interlockers .....                                  | 585,175 57                  | D 3,569 12              |
| Power Plants .....  | 1,182 92                    | D 2,322 69              |
| Power Transmission Systems .....                                | 31,854 43                   | D 11,641 41             |
| Miscellaneous Structures .....                                  | 559 91                      | D 23 53                 |
| Roadway Machines .....  | 77,112 27                   | 24,136 55               |
| Small Tools and Supplies .....                                  | 122,548 14                  | 6,812 28                |
| Removing Snow, Ice and Sand .....                               | 122,400 45                  | D 384,484 65            |
| Public Improvements — Maintenance .....                         | 159,172 62                  | 39,352 19               |
| Injuries to Persons .....                                       | 48,657 08                   | 5,629 15                |
| Insurance .....   | 22,371 43                   | D 24,018 04             |
| Stationery and Printing .....                                   | 6,577 37                    | D 704 57                |
| Other Expenses .....  | 79 07                       | D 496 53                |
| Maintaining Joint Tracks, Yards and Other Facilities — Dr. .... | 184,698 59                  | D 37,860 38             |
| Maintaining Joint Tracks, Yards and Other Facilities — Cr. .... | 57,267 14                   | D 38,516 58             |
| Right of Way Expenses .....                                     | 552 60                      | 423 86                  |
| <i>Total Maintenance of Way and Structures .....</i>            | <b>\$6,188,112 00</b>       | D <b>\$721,947 35</b>   |
| <b>MAINTENANCE OF EQUIPMENT</b>                                 |                             |                         |
| Superintendence .....   | \$322,310 04                | \$4,258 37              |
| Shop Machinery .....  | 165,045 25                  | D 30,102 01             |
| Power Plant Machinery .....                                     | 27,062 72                   | D 9,313 63              |
| Steam Locomotives — Repairs .....                               | 2,744,378 82                | D 291,222 42            |
| Other Locomotives — Repairs .....                               | 71,589 98                   | 6,031 84                |
| Freight-Train Cars — Repairs .....                              | 1,057,944 06                | 194,332 96              |
| Passenger-Train Cars — Repairs .....                            | 885,005 25                  | D 27,355 14             |
| Work Equipment — Repairs .....                                  | 182,736 34                  | D 1,625 92              |
| Miscellaneous Equipment — Repairs .....                         | 10,251 03                   | D 739 87                |
| Equipment — Retirements .....                                   | 40,272 30                   | 2,158 32                |
| Equipment — Depreciation .....                                  | 1,606,294 02                | D 19,880 99             |
| Injuries to Persons .....                                       | 34,831 74                   | D 7,592 64              |
| Insurance .....   | 12,044 31                   | D 14,512 87             |
| Stationery and Printing .....                                   | 6,177 28                    | 603 99                  |
| Other Expenses .....  | 2,471 79                    | 1,260 60                |
| Maintaining Joint Equipment at Terminals — Dr. ....             | 73,722 56                   | 13,843 19               |
| Maintaining Joint Equipment at Terminals — Cr. ....             | 3,529 93                    | 117 37                  |
| <i>Total Maintenance of Equipment .....</i>                     | <b>\$7,238,607 56</b>       | D <b>\$179,973 59</b>   |

D Indicates decrease.



# OPERATING EXPENSES — Continued

|  | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease |
|--|-----------------------------|-------------------------|
| <b>TRAFFIC</b>   |                             |                         |
| Superintendence .....                                    | \$307,861 34                | D \$13,539 80           |
| Outside Agencies .....                                   | 272,881 15                  | 10,374 31               |
| Advertising .....  | 134,489 20                  | D 15,705 48             |
| Traffic Associations .....                               | 28,331 43                   | 4,568 89                |
| Industrial and Immigration Bureaus .....                 | 13,258 42                   | 548 68                  |
| Insurance .....  | 240 19                      | D 94 32                 |
| Stationery and Printing .....                            | 45,980 26                   | D 2,741 41              |
| Other Expenses .....                                     | 46 30                       | 39 40                   |
| <i>Total Traffic</i> .....                               | <b>\$803,088 29</b>         | <b>D \$16,549 73</b>    |
| <b>TRANSPORTATION</b>                                    |                             |                         |
| Superintendence .....                                    | \$492,079 93                | \$6,854 39              |
| Dispatching Trains .....                                 | 188,064 93                  | D 3,092 30              |
| Station Employees .....                                  | 3,083,996 78                | 155,837 86              |
| Weighing, Inspection and Demurrage Bureaus .....         | 13,284 63                   | 888 23                  |
| Coal and Ore Wharves .....                               | 98,413 65                   | 12,797 58               |
| Station Supplies and Expenses .....                      | 287,300 80                  | D 1,396 80              |
| Yardmasters and Yard Clerks .....                        | 440,817 73                  | 5,556 73                |
| Yard Conductors and Brakemen .....                       | 955,557 27                  | 32,099 19               |
| Yard Switch and Signal Tenders .....                     | 164,863 90                  | 1,974 17                |
| Yard Enginemen .....                                     | 526,010 02                  | D 45,163 33             |
| Yard Motormen .....                                      | 59,266 90                   | 58,984 80               |
| Yard Switching Fuel .....                                | 443,340 17                  | D 9,334 35              |
| Water for Yard Locomotives .....                         | 16,645 97                   | D 81 01                 |
| Lubricants for Yard Locomotives .....                    | 13,639 91                   | 328 57                  |
| Other Supplies for Yard Locomotives .....                | 7,967 80                    | D 141 00                |
| Enginehouse Expenses — Yard .....                        | 108,986 30                  | D 975 12                |
| Yard Supplies and Expenses .....                         | 51,069 87                   | 1,175 51                |
| Operating Joint Yards and Terminals — <i>Dr.</i> .....   | 988,714 72                  | 50,424 13               |
| Operating Joint Yards and Terminals — <i>Cr.</i> .....   | 181,050 40                  | 1,452 68                |
| Train Enginemen .....                                    | 1,791,658 44                | D 29,846 05             |
| Train Motormen .....                                     | 96,542 75                   | 7,681 15                |
| Train Fuel .....   | 2,731,595 69                | D 165,250 18            |
| Train Power Purchased .....                              | 107,537 71                  | D 349 78                |
| Water for Train Locomotives .....                        | 127,785 02                  | D 3,931 57              |
| Lubricants for Train Locomotives .....                   | 75,009 12                   | 401 37                  |
| Other Supplies for Train Locomotives .....               | 42,656 99                   | 527 24                  |
| Enginehouse Expenses — Train .....                       | 612,931 59                  | 14,272 53               |
| Trainmen .....   | 2,308,276 95                | 36,445 75               |
| Train Supplies and Expenses .....                        | 827,994 14                  | 7,060 21                |
| Signal and Interlocker Operation .....                   | 456,032 08                  | 1,208 22                |
| Crossing Protection .....                                | 699,854 48                  | 29,129 88               |
| Drawbridge Operation .....                               | 25,703 77                   | 1,874 09                |
| Telegraph and Telephone Operation .....                  | 43,171 58                   | 1,220 59                |
| Operating Floating Equipment .....                       | 9,324 89                    | 2,322 78                |
| Stationery and Printing .....                            | 86,397 95                   | D 6,376 24              |
| Other Expenses .....                                     | 12,385 74                   | D 468,248 39            |
| Operating Joint Tracks and Facilities — <i>Dr.</i> ..... | 25,340 54                   | D 686 45                |
| Operating Joint Tracks and Facilities — <i>Cr.</i> ..... | 41,266 73                   | 1,524 19                |
| Insurance .....  | 8,538 79                    | D 9,038 47              |
| Clearing Wrecks .....                                    | 31,911 03                   | D 5,542 19              |
| Damage to Property .....                                 | 17,196 11                   | D 12,506 67             |
| Damage to Live Stock on Right-of-Way .....               | 1,737 48                    | D 299 60                |
| Loss and Damage — Freight .....                          | 215,222 91                  | 20,261 05               |
| Loss and Damage — Baggage .....                          | 1,339 59                    | D 58 00                 |
| Injuries to Persons .....                                | 193,921 04                  | D 36,328 05             |
| <i>Total Transportation</i> .....                        | <b>\$18,267,770 53</b>      | <b>D \$352,296 40</b>   |

D Indicates decrease.

## OPERATING EXPENSES — *Concluded*

|  | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease |
|--|-----------------------------|-------------------------|
| <b>MISCELLANEOUS OPERATIONS</b>                      |                             |                         |
| Dining and Buffet Service .....                      | \$101,489 55                | \$13,831 18             |
| Hotel and Restaurants .....                          | 14,979 66                   | D 3,236 67              |
| Grain Elevators .....                                | 88,157 34                   | 63,798 02               |
| Other Miscellaneous Operations .....                 | 166 93                      | D 15 50                 |
| <i>Total Miscellaneous Operations</i> .....          | <b>\$204,793 48</b>         | <b>\$74,377 03</b>      |
| <b>GENERAL</b>                                       |                             |                         |
| Salaries and Expenses of General Officers .....      | \$185,413 55                | D \$3,043 09            |
| Salaries and Expenses of Clerks and Attendants ..... | 1,238,422 67                | 19,767 11               |
| General Office Supplies and Expenses .....           | 104,574 51                  | D 341 15                |
| Law Expenses .....                                   | 149,282 82                  | D 20,079 84             |
| Insurance .....                                      | 749 69                      | D 345 25                |
| Pensions .....                                       | 106,108 10                  | D 190,872 03            |
| Stationery and Printing .....                        | 45,921 27                   | 4,021 77                |
| Valuation Expenses .....                             | 27,544 32                   | 548 13                  |
| Other Expenses .....                                 | 51,228 83                   | 12,383 42               |
| General Joint Facilities — <i>Dr.</i> .....          | 13,452 18                   | D 7,395 15              |
| General Joint Facilities — <i>Cr.</i> .....          | 206 30                      | D 228 10                |
| <i>Total General</i> .....                           | <b>\$1,922,491 64</b>       | <b>D \$185,127 98</b>   |
| Transportation for Investment — <i>Cr.</i> .....     | \$10,759 38                 | \$7,990 55              |
| <i>Total Operating Expenses</i> .....                | <b>\$34,614,104 12</b>      | <b>D \$1,389,508 57</b> |
| <i>Ratio to Total Operating Revenues</i> .....       | (74.65%)                    | D (2.75%)               |

*D* Indicates decrease.

## PROFIT AND LOSS ACCOUNT, DECEMBER 31, 1937

| Item   | Dr.                   | Cr.                   |
|--|-----------------------|-----------------------|
| Balance, December 31, 1936 (Credit) .....              | —                     | \$3,174,201 45        |
| Credit Balance from Income Account for year 1937 ..... | —                     | 171,811 27            |
| Profit on Road and Equipment Sold .....                | —                     | 27,164 26             |
| Adjustment Account Expiration of Sinking Fund .....    | —                     | 3,230,780 89          |
| Miscellaneous Credits .....                            | —                     | 14,911 92             |
| Loss on Retired Road and Equipment:                    |                       |                       |
| Retirement of Road — Epping to W. Gonic, N. H. ....    | \$533,749 88          | —                     |
| Retirement of Road — Hudson to Fremont, N. H. ....     | 677,963 60            | —                     |
| Other Retirements of Road and Equipment .....          | 1,013,101 24          | —                     |
| New Boston Railroad Capital Stock charged off .....    | 46,396 71             | —                     |
| Miscellaneous Debits .....                             | 115,417 78            | —                     |
| Balance December 31, 1937 .....                        | 4,232,240 58          | —                     |
| <i>Totals</i> .....                                    | <b>\$6,618,869 79</b> | <b>\$6,618,869 79</b> |
| <i>Balance to next year's account (Credit)</i> .....   |                       | <b>\$4,232,240 58</b> |



# ADDITIONS AND BETTERMENTS

Year Ended December 31, 1937

## Road

|    |  |           |    |
|----|--|-----------|----|
| 1  | Engineering .....                      | \$4,555   | 01 |
| 2  | Land for Transportation Purposes ..... | 6,596     | 56 |
| 3  | Grading .....                          | 64,169    | 95 |
| 5  | Tunnels and Subways .....              | 6,323     | 41 |
| 6  | Bridges, Trestles and Culverts .....   | 16,269    | 29 |
| 8  | Ties .....                             | 2,488     | 60 |
| 9  | Rails .....                            | 26,367    | 77 |
| 10 | Other Track Material .....             | 84,688    | 89 |
| 11 | Ballast .....                          | 49,980    | 39 |
| 12 | Track Laying and Surfacing .....       | 10,230    | 04 |
| 13 | Fences, Snowsheds and Signs .....      | 417       | 73 |
| 15 | Crossings and Signs .....              | 39,652    | 46 |
| 16 | Station and Office Buildings .....     | 68,327    | 07 |
| 17 | Roadway Buildings .....                | 1,233     | 67 |
| 18 | Water Stations .....                   | 1,015     | 86 |
| 19 | Fuel Stations .....                    | 1,048     | 34 |
| 20 | Shops and Enginehouses .....           | 10,843    | 24 |
| 21 | Grain Elevators .....                  | 788       | 44 |
| 22 | Storage Warehouses .....               | 2,911     | 87 |
| 23 | Wharves and Docks .....                | 41,544    | 10 |
| 24 | Coal and Ore Wharves .....             | 2,126     | 22 |
| 25 | Gas Producing Plants .....             | 248       | 79 |
| 26 | Telegraph and Telephone Lines .....    | 2,929     | 37 |
| 27 | Signals and Interlockers .....         | 34,247    | 26 |
| 29 | Power Plants .....                     | 663       | 44 |
| 31 | Power-Transmission Systems .....       | 6,458     | 39 |
| 37 | Roadway Machines .....                 | 25,639    | 71 |
| 38 | Roadway Small Tools .....              | 3,778     | 15 |
| 39 | Public Improvements—Construction ..... | 44,515    | 84 |
| 44 | Shop Machinery .....                   | 101,652   | 02 |
| 45 | Power-Plant Machinery .....            | 1,322     | 15 |
|    |  | <hr/>     |    |
|    |  | \$462,935 | 79 |

## Equipment

|    |                               |             |    |
|----|-------------------------------|-------------|----|
| 51 | Steam Locomotives .....       | \$1,366,698 | 38 |
| 53 | Freight-Train Cars .....      | 1,709,210   | 16 |
| 54 | Passenger-Train Cars .....    | 1,164,603   | 31 |
| 57 | Work Equipment .....          | 160,691     | 94 |
| 58 | Miscellaneous Equipment ..... | 7,712       | 99 |
|    |                               | <hr/>       |    |
|    |                               | 4,408,916   | 78 |

## General Expenditures

|    |                                    |       |    |
|----|------------------------------------|-------|----|
| 74 | Stationery and Printing .....      | \$225 | 00 |
| 76 | Interest During Construction ..... | 239   | 07 |
| 77 | Other Expenditures—General .....   | 170   | 00 |
|    |                                    | <hr/> |    |
|    |                                    | 155   | 93 |

*Total* ..... \$4,872,008 50

## Credit:

|                                      |             |              |
|--------------------------------------|-------------|--------------|
| Equipment Retired .....              | \$3,028,795 | 55           |
| Land Sold and Property Retired ..... | 1,147,435   | 64           |
|                                      |             | <hr/>        |
|                                      |             | 4,176,231 19 |

Net Charge to Additions and Betterments..... \$695,777 31

## Distribution as follows:

|                                  |             |              |
|----------------------------------|-------------|--------------|
| Charged to Capital Account ..... | \$1,891,431 | 41           |
| Credited to Leased Roads .....   | 1,195,654   | 10           |
|                                  |             | <hr/>        |
|                                  |             | \$695,777 31 |

Italics indicate credit.

## CAPITAL STOCK AND FUNDED DEBT OUTSTANDING DECEMBER 31, 1937 — OWNED ROAD

| CAPITAL STOCK                             | Amount Outstanding | Dividend Rate    | Cumulative Dividends Unpaid Since Jan. 1, 1932 - *Oct. 31, 1931 | Amount in Hands of the Public | Owned and Pledged as Collateral, Deposited with Trustee, or Held in Treasury** |
|---|--------------------|------------------|---|-------------------------------|--|
|   |                    |                  |   |                               |  |
| Prior Preference.....                     | \$23,132,800 00    | 7 %              | † \$42.00 per share...\$9,633,907 50                            | \$22,935,700 00               | \$197,100 00   |
| Prior Preference Negotiable Receipts..... | 5,700 00           |                  |   | 5,700 00                      |  |
| First Preferred, Class A.....             | 18,860,000 00      | 5 %              | * 31.25 per share.... 5,892,455 00                              | 18,833,900 00                 | 26,100 00  |
| " " B.....                                | 7,648,800 00       | 8 %              | * 50.00 " " " 3,824,400 00                                      | 7,648,800 00                  |  |
| " " C.....                                | 7,917,100 00       | 7 %              | * 43.75 " " " 3,460,756 25                                      | 7,908,700 00                  | 8,400 00   |
| " " D.....                                | 4,327,000 00       | 10 %             | * 62.50 " " " 2,704,065 00                                      | 4,323,900 00                  | 3,100 00   |
| " " E.....                                | 65,000 00          | 4 1/2 %          | * 28.125 " " " 18,281 25  | 65,000 00                     |  |
| Preferred.....                            | 3,149,800 00       | 6 %              | Non-cumulative  | 3,149,800 00                  | 32,300 00  |
| Common.....                               | 39,505,100 00      |                  |   | 39,472,800 00                 |  |
|   | \$104,611,300 00   |                  |   | \$104,344,300 00              | \$267,000 00   |
| FUNDED DEBT                               | Amount Outstanding | Date of Maturity | Rate  |                               |  |
|   |                    |                  |   |                               |  |
| General Mortgage Series Q.....            | \$329,000 00       | Feb. 2, 1940     | 5 %   | \$245,000 00                  | \$84,000 00  |
| " " R.....                                | 2,787,000 00       | May 1, 1940      | 5 %   | 2,639,000 00                  | 148,000 00   |
| " " S.....                                | 6,500,000 00       | Sept. 1, 1940    | 5 %   | 500,000 00                    |  |
| " " T.....                                | 6,641,000 00       | Sept. 1, 1941    | 5 %   | 5,873,000 00                  | 768,000 00   |
| " " U.....                                | 500,000 00         | Nov. 1, 1941     | 5 %   | 500,000 00                    |  |
| " " V.....                                | 1,968,000 00       | Mar. 1, 1942     | 5 %   | 1,897,000 00                  | 71,000 00  |
| " " W.....                                | 1,670,000 00       | Apr. 1, 1942     | 5 %   | 1,649,000 00                  | 21,000 00  |
| " " X.....                                | 184,000 00         | July 1, 1942     | 5 %   | 182,000 00                    | 2,000 00   |
| " " Y.....                                | 2,500,000 00       | Aug. 1, 1942     | 4 %   | 2,156,000 00                  | 344,000 00   |
| Series Y.....                             | 958,000 00         | Jan. 1, 1943     | 5 %   | 958,000 00                    |  |
| " " Z.....                                | 1,541,000 00       | May 1, 1943      | 5 %   | 1,538,000 00                  | 3,000 00   |
| Connecticut River.....                    | 1,000,000 00       | Sept. 1, 1943    | 4 %   | 961,000 00                    | 39,000 00  |
| " " AA.....                               | 6,000,000 00       | Jan. 1, 1944     | 4 1/2 %   | 5,560,000 00                  | 440,000 00   |
| " " BB.....                               | 7,053,000 00       | Apr. 1, 1944     | 5 %   | 6,097,000 00                  | 956,000 00   |
| " " CC.....                               | 170,000 00         | Apr. 1, 1944     | 5 %   | 170,000 00                    |  |
| " " DD.....                               | 612,000 00         | Jan. 1, 1945     | 5 %   | 612,000 00                    |  |
| " " EE.....                               | 2,108,500 00       | June 1, 1945     | 5 %   | 1,883,500 00                  | 225,000 00   |
| " " FF.....                               | 507,000 00         | Jan. 1, 1946     | 5 %   | 447,000 00                    | 60,000 00  |
| " " GG.....                               | 804,000 00         | Jan. 1, 1947     | 5 %   | 801,000 00                    | 3,000 00   |
| " " HH.....                               | 375,000 00         | Apr. 1, 1947     | 5 %   | 375,000 00                    |  |
| " " II.....                               | 5,000,000 00       | July 1, 1949     | 3 %   | 5,000,000 00                  |  |
| " " JJ.....                               | 5,454,000 00       | July 1, 1950     | 3 %   | 5,266,000 00                  | 188,000 00   |



|  |                               |                  |                        |            |        |                  |
|--|-------------------------------|------------------|------------------------|------------|--------|------------------|
| "  | Series KK                     | 7,500,000 00     | Mar.                   | 1, 1952    | 5%     | 7,500,000 00     |
| "  | "                             | 15,000,000 00    | May                    | 1, 1955    | 5%     | 15,000,000 00    |
| "  | "                             | 3,600,000 00     | Apr.                   | 1, 1956    | 5%     | 3,600,000 00     |
| "  | "                             | 13,943,000 00    | Apr.                   | 1, 1961    | 4 3/4% | 13,868,000 00    |
| "  | "                             | 17,500,000 00    | June                   | 1, 1962    | 6%     | 17,500,000 00    |
| "  | "                             | 30,942,000 00    | Sept.                  | 1, 1967    | 5%     | 30,413,000 00    |
| Total Mortgage Bonds                     |                               | \$137,146,500 00 |                        |            |        | \$104,590,500 00 |
| Equipment Trust No. 3 Trust Certificates |                               | \$141,000 00     | June                   | 1, 1938    | 6%     | \$141,000 00     |
| "  | "                             | 750,000 00       | Apr.                   | 1, 1938-43 | 4 1/2% | 750,000 00       |
| "  | "                             | 798,000 00       | May                    | 1, 1938-44 | 5%     | 798,000 00       |
| "  | "                             | 2,100,000 00     | June                   | 1, 1938-49 | 4%     | 2,100,000 00     |
| "  | "                             | 2,070,000 00     | Dec.                   | 1, 1938-44 | 3 1/2% | 2,070,000 00     |
| Total Equipment Trust Obligations        |                               | \$5,859,000 00   |                        |            |        | \$5,859,000 00   |
| Collateral Notes Series A                |                               | \$655,000 00     | Mar.-Sept. 15, 1938-44 | 4%         |        | \$655,000 00     |
| "  | "                             | 1,610,000 00     | Mar.-Sept. 15, 1938-44 | 4%         |        | 1,610,000 00     |
| "  | "                             | 1,032,000 00     | June-Dec. 1, 1938-43   | 4%         |        | 1,032,000 00     |
| "  | "                             | 1,800,000 00     | Apr. 15, 1938-46       | 4%         |        | 1,800,000 00     |
| Total Collateral Notes                   |                               | \$5,097,000 00   |                        |            |        | \$5,097,000 00   |
| Contract — Electro Motive Corp'n         |                               | \$155,433 19     | Sept. 11, 1941         | 4%         |        | \$155,433 19     |
| "  | Bethlehem Steel Co.           | 1,237,080 00     | Aug. 15, 1942          | 4%         |        | 1,237,080 00     |
| "  | Lima Loco. Works              | 420,833 32       | Jan. 1, 1943           | 3 1/2%     |        | 420,833 32       |
| "  | Baldwin Loco. Works           | 579,791 68       | May 6, 1943            | 3 1/2%     |        | 579,791 68       |
| "  | Pullman Standard Car Mfg. Co. | 777,174 02       | Sept. 1, 1943          | 3%         |        | 777,174 02       |
| New York State E.G.C. Hoosick            |                               | 49,347 45        | July 19, 1982          | 4%         |        | 49,347 45        |
| "  | E.G.C. Glenville              | 10,309 52        | Oct. 5, 1984           | 4%         |        | 10,309 52        |
| "  | E.G.C. Melrose                | 6,125 04         | July 26, 1984          | 4%         |        | 6,125 04         |
| "  | E.G.C. Pittstown              | 52,100 44        | Oct. 17, 1984          | 4%         |        | 52,100 44        |
| "  | E.G.C. Half Moon              | 1,119 61         | Feb. 15, 1987          | 4%         |        | 1,119 61         |
| "  | E.G.C. Rotterdam              | 2,744 15         | Nov. 8, 1987           | 4%         |        | 2,744 15         |
| Total Miscellaneous Obligations          |                               | \$3,292,058 42   |                        |            |        | \$3,292,058 42   |
| Grand Total Funded Debt                  |                               | \$151,394,558 42 |                        |            |        | \$118,838,558 42 |
|  |                               |                  |                        |            |        | \$32,556,000 00  |

\*\* No interest accrued.

# CAPITAL STOCK AND FUNDED DEBT OUTSTANDING DECEMBER 31, 1937

## Leased Roads

| NAME OF ROAD AND DESCRIPTION                       | CAPITAL STOCK          |                                   |
|--|------------------------|-----------------------------------|
|  | Amount Outstanding     | Dividend Rate<br>(Paid as rental) |
| Nashua and Lowell.....                             | \$800,000 00           | 9 %                               |
| Stony Brook.....                                   | 300,000 00             | 7 %                               |
| Wilton.....  | 240,000 00             | 8½ %                              |
| Peterborough.....                                  | 385,000 00             | 4 %                               |
| Concord and Portsmouth.....                        | 350,000 00             | 7 %                               |
| Pemigewasset Valley.....                           | 541,500 00             | 6 %                               |
| Northern.....                                      | 3,068,400 00           | 6 %                               |
| Vermont and Massachusetts.....                     | 3,193,000 00           | 6 %                               |
| Troy and Bennington.....                           | 150,800 00             | 10 %                              |
| Connecticut and Passumpsic Rivers — Preferred..... | 2,500,000 00           | 6 %                               |
| Massawippi Valley.....                             | 800,000 00             | 6 %                               |
| Vermont Valley.....                                | 1,000,000 00           | —                                 |
| Sullivan County.....                               | 500,000 00             | —                                 |
| Franklin & Tilton.....                             | 285,600 00             | —                                 |
| Peterborough and Hillsborough.....                 | 45,000 00              | —                                 |
| Newport & Richford.....                            | 350,000 00             | —                                 |
| Concord & Claremont, N. H.....                     | 412,400 00             | —                                 |
| <i>Total Capital Stock.....</i>                    | <b>\$14,901,700 00</b> |                                   |

## FUNDED DEBT

|   | Bonds Outstanding     | Date of Maturity | Rate        |
|---|-----------------------|------------------|-------------|
| Peterborough and Hillsborough..... First Mortgage     | \$100,000 00          | July 1, 1941     | 4½ %        |
| Peterborough and Hillsborough..... Second Mortgage    | 65,000 00             | Apr. 30, 1887    | No interest |
| Newport & Richford..... First Mortgage                | 350,000 00            | Jan. 1, 1941     | 5 %         |
| Connecticut and Passumpsic Rivers..... First Mortgage | 1,900,000 00          | Apr. 1, 1943     | 4 %         |
| Concord & Claremont, N. H..... First Mortgage         | 500,000 00            | Jan. 1, 1944     | 5 %         |
| Vermont Valley..... First Mortgage                    | 1,500,000 00          | Oct. 1, 1940     | 4½ %        |
| Sullivan County..... First Mortgage                   | 357,000 00            | Apr. 1, 1944     | 6 %         |
| <i>Total Funded Debt.....</i>                         | <b>\$4,772,000 00</b> |                  |             |

# MILES OF ROAD OPERATED, DECEMBER 31, 1937

|                                  | Owened          | Leased        | Total           |
|----------------------------------|-----------------|---------------|-----------------|
| <b>STEAM ROADS</b>               |                 |               |                 |
| Main Lines.....                  | 850 49          | 244 02        | 1,094 51        |
| Branch Lines.....                | 578 90          | 190 54        | 769 44          |
| Trackage Rights.....             |                 | 95 82         | 95 82           |
| <i>Total Road Operated.....</i>  | <b>1,429 39</b> | <b>530 38</b> | <b>1,959 77</b> |
| Second Track.....                | 446 18          | (A) 133 09    | 579 27          |
| Third Track.....                 | 4 40            | (B) 5 53      | 9 93            |
| Other Tracks.....                | 1,080 51        | 207 15        | 1,287 66        |
| <i>Total Track Operated.....</i> | <b>2,960 48</b> | <b>876 15</b> | <b>3,836 63</b> |

A Includes trackage rights, 17.62 miles.

B Includes trackage rights, .99 mile.



# OPERATING STATISTICS

|   | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease |
|---|-----------------------------|-------------------------|
| <b>AVERAGE MILES OF ROAD OPERATED</b>   |                             |                         |
| Freight service.....  | 1,942.52                    | 22.82                   |
| Passenger service.....  | 1,541.79                    | 97.93                   |
| <i>Total</i> .....  | 1,960.71                    | 29.44                   |
| <b>TRAIN MILEAGE</b>  |                             |                         |
| Freight service (with locomotives).....   | 3,320,723                   | 11,880                  |
| Passenger service (with locomotives).....                                       | 6,334,378                   | 83,435                  |
| Passenger service (without locomotives).....                                    | 649,268                     | 12,077                  |
| Work service.....   | 141,045                     | 172,044                 |
| <i>Total train miles</i> .....  | 10,445,414                  | 88,806                  |
| <b>*LOCOMOTIVE MILEAGE</b>  |                             |                         |
| Freight service.....  | 4,011,371                   | 68,948                  |
| Passenger service.....  | 6,655,797                   | 68,607                  |
| Train switching.....  | 375,192                     | 21,462                  |
| Yard switching.....   | 1,984,548                   | 21,534                  |
| Work service.....   | 187,245                     | 166,922                 |
| <i>Total locomotive miles</i> .....   | 13,214,153                  | 167,191                 |
| <b>CAR MILEAGE</b>  |                             |                         |
| Freight-Train Car Miles:  |                             |                         |
| Loaded.....   | 117,498,451                 | 2,274,939               |
| Empty.....  | 49,709,923                  | 49,590                  |
| Caboose.....  | 3,428,671                   | 5,166                   |
| <i>Total freight-train car miles</i> .....                                      | 170,637,045                 | 2,230,515               |
| Passenger-Train Car Miles:  |                             |                         |
| Passenger coaches.....  | 14,425,063                  | 1,113,478               |
| Sleeping and parlor cars.....   | 4,144,582                   | 272,314                 |
| Club, lounge, dining and observation cars.....                                  | 229,415                     | 64,924                  |
| Business cars.....  | 14,898                      | 845                     |
| Mail, express, and baggage cars, and combination cars other than passenger..... | 15,815,917                  | 496,503                 |
| Combination passenger cars (mail, express, or baggage with passenger).....      | 4,327,273                   | 181,430                 |
| <i>Total passenger-train car miles</i> .....                                    | 38,957,148                  | 2,007,956               |
| <i>Total transportation service car miles</i> .....                             | 209,594,193                 | 4,238,471               |
| <b>AVERAGES</b>   |                             |                         |
| Operating revenues per mile of road.....  | \$23,650.97                 | \$276.77                |
| Operating expenses per mile of road.....  | 17,653.86                   | 437.04                  |
| Net railway operating income per mile of road.....                              | 3,340.05                    | 901.45                  |
| Operating revenues per train mile.....  | \$4.50                      | \$0.06                  |
| Operating expenses per train mile.....  | 3.36                        | .16                     |
| Net railway operating income per train mile.....                                | .64                         | .17                     |
| Total Freight cars per revenue train mile.....                                  | 50.35                       | .49                     |
| Loaded Freight cars per revenue train mile.....                                 | 35.38                       | .56                     |
| Empty Freight cars per revenue train mile.....                                  | 14.97                       | .07                     |
| Total Passenger cars per train mile.....  | 5.58                        | .23                     |

\* Includes 265,648 electric locomotive miles, 8,598 tractor locomotive miles and 222,762 diesel locomotive miles. Italics indicate decrease.

# TRAFFIC STATISTICS

|   | Year Ended<br>Dec. 31, 1937 | Increase or<br>Decrease |
|---|-----------------------------|-------------------------|
| <b>FREIGHT</b>  |                             |                         |
| Freight Revenue .....   | \$32,238,672                | \$1,034,202             |
| Tons of revenue freight carried .....   | 16,085,985                  | 479,296                 |
| Tons of company freight carried .....   | 1,429,306                   | 296,090                 |
| <i>Total tons of freight carried .....</i>                                      | <i>17,515,291</i>           | <i>775,386</i>          |
| Tons of revenue freight carried one mile .....                                  | 2,278,996,148               | 21,394,324              |
| Tons of company freight carried one mile .....                                  | 123,728,916                 | 11,115,479              |
| <i>Total tons of freight carried one mile .....</i>                             | <i>\$2,402,725,064</i>      | <i>\$32,509,803</i>     |
| <b>PASSENGER</b>  |                             |                         |
| Passenger Revenue:  |                             |                         |
| Monthly commutation ticket passengers .....                                     | \$658,399.34                | \$85,114.00             |
| All other commutation ticket passengers .....                                   | 947,343.39                  | 84,658.27               |
| Single fare ticket passengers (not including interline) .....                   | 3,616,391.43                | 419,845.03              |
| Interline ticket passengers .....   | 2,279,553.25                | 275,965.25              |
| <i>Total passenger revenue*</i> .....   | <i>\$7,501,687.41</i>       | <i>\$537,767.07</i>     |
| Number of Passengers Carried:   |                             |                         |
| Monthly commutation ticket passengers .....                                     | 3,215,286                   | 187,286                 |
| All other commutation ticket passengers .....                                   | 5,873,456                   | 597,872                 |
| Single fare ticket passengers (not including interline) .....                   | 7,685,907                   | 1,398,473               |
| Interline ticket passengers .....   | 1,133,101                   | 215,669                 |
| <i>Total number of passengers carried .....</i>                                 | <i>17,907,750</i>           | <i>828,984</i>          |
| Number of Passengers carried one mile:  |                             |                         |
| Monthly commutation ticket passengers .....                                     | 71,558,388                  | 2,958,176               |
| All other commutation ticket passengers .....                                   | 53,650,327                  | 4,433,417               |
| Single fare ticket passengers (not including interline) .....                   | 188,801,070                 | 35,305,158              |
| Interline ticket passengers .....   | 102,513,116                 | 18,300,104              |
| <i>Total number of passengers carried one mile .....</i>                        | <i>416,522,901</i>          | <i>46,215,669</i>       |
| Number of passengers to and from Boston, including monthly ticket passengers .. | 15,893,009                  | 541,302                 |
| <b>AVERAGES</b>   |                             |                         |
| <b>Freight:</b>   |                             |                         |
| Miles hauled — revenue freight .....  | 141.68                      | 2.98                    |
| Tons of revenue freight per train mile .....                                    | 686.30                      | 4.02                    |
| Tons of revenue freight per loaded car mile .....                               | 19.40                       | .19                     |
| Revenue per ton of freight .....  | \$2.00415                   | \$ .12781               |
| Revenue per ton per mile .....  | 1.415                       | .069                    |
| Revenue per revenue train mile .....  | \$9.708                     | \$ .847                 |
| Freight revenue per loaded car mile .....                                       | 27.438                      | 1.458                   |
| <b>Passenger:</b>   |                             |                         |
| Average distance carried per passenger (miles) .....                            | 23.26                       | 1.58                    |
| Number of passengers per train mile .....                                       | 59.64                       | 6.97                    |
| Number of passengers per car mile .....   | 18.19                       | .83                     |
| Revenue per passenger .....   | 41.89                       | 1.11                    |
| Revenue per passenger mile, monthly commutation ticket passengers .....         | .920                        | .11                     |
| Revenue per passenger mile, other commutation ticket passengers .....           | 1.766                       | .11                     |
| Revenue per passenger mile, single-fare not including interline .....           | 1.915                       | 1.67                    |
| Revenue per passenger mile, interline passengers .....                          | 2.224                       | 1.55                    |
| Revenue per passenger mile, all passengers .....                                | 1.801                       | .80                     |
| Passenger revenue per passenger car mile .....                                  | 32.763                      | .115                    |
| Total passenger service train revenue per train mile .....                      | \$1.622                     | \$ .068                 |

Italics indicate decrease.

\* 1936 included Parlor and Sleeping Car Surcharge.



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The figures and tables used in this report are  
from the official records of the Railroad as reported  
to the Interstate Commerce Commission.

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